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Maricopa County

Community Services
Agency

FY 1999-2000

Third Quarter Report

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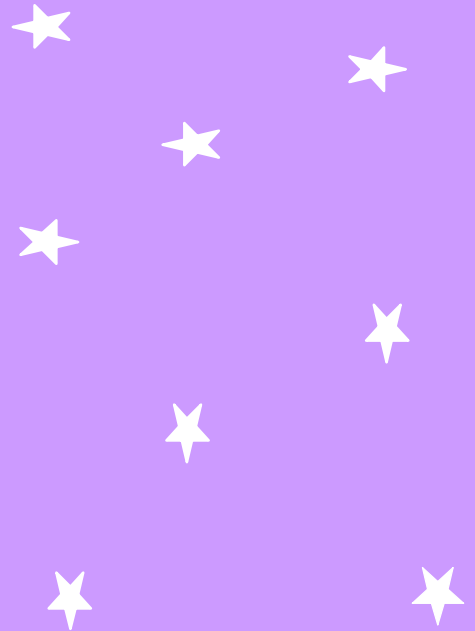


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MARICOPA COUNTY COMMUNITY SERVICES AGENCY

Third Quarter FY '99-'00

William C. Scalzo, Chief Officer

GOALS	COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT	
Work with Department Directors to maintain alignment of Goals & Objectives with the County Mission.	<ul style="list-style-type: none">• Completed compensation analysis for all Directors and reviewed with David Smith.• Met with all Directors to discuss their 5-year plans, and reviewed plans with David Smith.
Assist Department Directors with budgetary issues.	<ul style="list-style-type: none">• Reviewed all Department Budget requests, and was involved in Budget Meetings with OMB.
Respond to emotional commitment agenda items and encourage active support by Departments.	<ul style="list-style-type: none">• Conduct on-going training through MCMI Manager's School.• Continue to encourage development of all departmental staff, and promote the County's training opportunities.• Participated in the County's Annual Employee Picnic.
OPERATIONAL	
Assist Department Directors with departmental issues.	<ul style="list-style-type: none">• Community Development<ul style="list-style-type: none">➤ New River Grant Opportunities➤ Continuum of Care/Emergency Shelter Grant• Housing<ul style="list-style-type: none">➤ Personnel Issues➤ HUD Issues• Library District<ul style="list-style-type: none">➤ As a follow-up to the Study Session meet with members of the Board of Supervisors and County Administrative Officer to review District's future financial needs.➤ Meet with representatives from SERL Friends Group➤ Cracker Barrel Book Donations➤ Budget Review Meetings➤ Personnel Issues• Planning & Development<ul style="list-style-type: none">➤ Assist in the resolution of customer complaints.➤ Customer Service Issues➤ Code Enforcement Issues➤ Economic Development

MARICOPA COUNTY COMMUNITY SERVICES AGENCY

Third Quarter FY '99-'00

William C. Scalzo, Chief Officer

GOALS	COMMENTS
<p>Assist Department Directors with departmental issues. <i>Continued</i></p>	<ul style="list-style-type: none"> • Planning & Development <ul style="list-style-type: none"> ➤ Move to New Location ➤ Personnel Issues ➤ Open Space Planning ➤ Technology Issues ➤ Attend Comprehensive Plan Public Meetings ➤ Development Issues Near White Tank Park ➤ Continental Mountain Meeting ➤ Budget Review • Public Fiduciary <ul style="list-style-type: none"> ➤ Personnel Issues ➤ Burial Issues ➤ Public/Private Fiduciary Issues ➤ Operational Issues
<p>Provide mentoring & networking opportunities for Department Directors.</p>	<ul style="list-style-type: none"> • Conduct monthly meetings to discuss County-wide issues: <ul style="list-style-type: none"> ➤ Human Resource Issues ➤ Budget Issues ➤ Y2K Preparedness ➤ Regional Space Planning ➤ Employee Satisfaction Surveys ➤ Performance Based Budgeting ➤ Performance Measures ➤ Deferred Compensation ➤ County Flags ➤ Maricopa County Summary of Audit Findings ➤ Cellular Phones ➤ Lost Discounts
<p>Develop and monitor entrepreneurial projects.</p>	<ul style="list-style-type: none"> • <u>Superior Court Food Court Plaza:</u> Finalize details of agreement with Eurest for operation of the Food Court Complex. • <u>Utility/Energy Savings:</u> Participated in meetings to discuss the development of a downtown cooling district. Met with APS/Northwind Phoenix.

MARICOPA COUNTY COMMUNITY SERVICES AGENCY

Third Quarter FY '99-'00

William C. Scalzo, Chief Officer

GOALS	COMMENTS
Encourage active participation in Countywide projects.	<ul style="list-style-type: none"> • <u>Y2K Compliance and Preparedness</u>: All Departments were in compliance and experienced no Y2K or Leap Year problems. • <u>Chief Meetings</u>: Attend meetings and disseminate pertinent information to Directors and management staff.
Provide leadership to Department Directors for collaboration of common goals and objectives.	<ul style="list-style-type: none"> • Conduct meetings to finalize agreement between Maricopa County Community Development, Public Health, and Human Services to deal with the Continuum of Care issues facing the County.
Work collaboratively with members of Management Team to assist County Administrator with the creation of a master space plan for the County that will cost effectively handle the County office needs to the year 2020.	<ul style="list-style-type: none"> • Continue to work with Materials Management on credit card and ATM issues outlined in Radical Change Committee Report. • Continue to work with Materials Management on travel issues outlined in Radical Change Committee Report.
At the request of the Chairman of the Board of Supervisors lead the organizational efforts of the Maricopa County Trail Commission.	<ul style="list-style-type: none"> • Work with Chairman of the Board to identify the roles, responsibilities, and desired outcomes for the Maricopa County Trail Commission. • Work with Planning & Development, Parks & Recreation, McDOT, Flood Control, and the Public Information Office to create a memorable Trail Commission Kick-off to introduce the newly appointed Commission. • Work with Planning & Development, Parks & Recreation, McDOT, Flood Control, District 1 & 3 to create a <i>Draft Plan</i> for the Maricopa County Trail Commission. • Work with the Public Information Office, Electronic Business Center, Planning & Development, and District 1 to develop Trail Commission Web Site. • With the Community Services Agency as the lead, work with Planning & Development, Parks & Recreation, McDOT, and Flood Control to: <ul style="list-style-type: none"> ➤ Coordinate the Administrative needs of the Trail Commission ➤ Conduct the first Quarterly meeting of the Trail Commission ➤ Establish Public Interest in the Trail Program ➤ Start coordinating tours of the Marathon Trail and McMicken Dam areas for the Trail Commission. ➤ Meet with MAG to discuss their involvement in Trail Program. ➤ Discuss GIS needs with McDOT.

MARICOPA COUNTY COMMUNITY SERVICES AGENCY

Third Quarter FY '99-'00

William C. Scalzo, Chief Officer

GOALS	COMMENTS
Develop the fundamentals of collaborating with Maricopa County communities, other County Departments, and County Governments in pursuit of a variety of time limited projects.	<ul style="list-style-type: none">• As Chairman of the Arizona Parks and Recreation Administration, Anniversary 2000 Committee, work with committee members from other municipalities to develop a yearlong calendar of events.• Work with the City of Phoenix, and other local municipalities on the National Recreation and Park Association 2000 Congress that will be held in Phoenix.• As Chairman of the American Academy for Park and Recreation Administrators 2000 Banquet Committee, continue work begun to promote Maricopa County and its amenities during the NRPA 2000 Congress.• As a member of the NACo Public Lands Steering Committee, address issues that will impact Maricopa County, as well as other local and national communities.• As Chairman of the Legislation Committee for the National Association of County Park and Recreation Officials, review legislation that could impact Maricopa County, as well as other local and national communities.• As member of the Arizona Outdoor Recreation Coordinating Commission, attend regular meetings, and address issues relating to the awarding of State Grants.
PERFORMANCE MEASURES	
Assist Department Directors to develop, report, and analyze specific performance measures.	<ul style="list-style-type: none">• Continue to discuss and monitor Performance Measures established by Departments for outcomes and effectiveness.
Assist Department Directors with development and monitoring of Performance Based Budgeting.	<ul style="list-style-type: none">• This is an ongoing process, and we are awaiting the availability of further training from Organizational Planning & Training.• The Library District is taking part in the County's pilot project for Performance Based Budgeting.

MARICOPA COUNTY COMMUNITY DEVELOPMENT

Third Quarter FY '99-'00

Isabel McDougall, Director

GOALS		COMMENTS	
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT			
Negotiate performance measures that determine value to taxpayers using OMB guidelines in 100% of every FY00 subrecipient agreement by 6/30.	<ul style="list-style-type: none">• Contracts will be negotiated in May/June.		
Maintain aggressive cash flow practices to minimize the effect of cost of money to the County General Fund (ongoing)	<ul style="list-style-type: none">• This practice is being accomplished by daily monitoring of reimbursement and drawdowns in accordance with the procedure developed with Dept. of Finance.		
Achieve Fair Compensation for Employees by June 30, 2000.	<ul style="list-style-type: none">• On schedule.		
Provide outside recognition for county services and programs.	<ul style="list-style-type: none">• Annual Report has been distributed.• Recognition of fund source for capital improvement projects is a contractual obligation.• Public notices, plan and report summaries are posted on web site.		
Achieve a favorable operational budget variance while utilizing only non-County resources.	<ul style="list-style-type: none">• Favorable budget variance through February is \$15,094.00. Information through March is not available at this time of submittal.		
Further develop, report, and analyze specific performance measures.	<ul style="list-style-type: none">• 5-year strategic Consolidated Plan is in comment period. Two workshops have been held with participating cities/towns. Consultant has provided TA on an as needed basis. All cities/towns have developed measurable goals for their 5-year plans. These will be translated into annual goals and performance measures in annual contracts. (See first goal) Plan development is on schedule for submission to HUD 5/15/00.		
OPERATIONAL			
Have no more than \$5,181,000 in undisbursed CDBG funds by 4/30/2000	<ul style="list-style-type: none">• As of March 31, 2000, there is a balance of \$ 3,649,727 in undisbursed CDBG funds with \$ 2,624,199 having been disbursed. The following projects have been completed:<ul style="list-style-type: none">➤ Hopeville Rehab (FSL 96 HOME) - A total of four (4) homes were rehabilitated in the unincorporated community of Hopeville. Project closed out August 13, 1999.		

MARICOPA COUNTY COMMUNITY DEVELOPMENT

Third Quarter FY '99-'00

Isabel McDougall, Director

GOALS	COMMENTS
<p>Have no more than \$5,181,000 in undisbursed CDBG funds by 4/30/2000 Continued</p>	<ul style="list-style-type: none"> ➤ FSL Home Repair - Six (6) homes were completed under this project: East Mesa (1); Wittmann (1); and, the Community of Hopeville (4). Project closed out Sept. 9, 1999. ➤ Fair Housing and Counseling – Referral and counseling services during the grant year were given to 2,071 individuals. Project closed out 7/22/99 ➤ Avondale-Cashion-Las Ligas Water System Improvements - The project upgraded the water distribution systems in two recently annexed areas of Avondale. New water lines, valves, fire hydrants, and connections were installed in the Cashion and Las Ligas areas replacing and improving the old water distribution systems. Approximately \$700,000 in CDBG funds has been expended. Project closed out November 30, 1999. ➤ Queen Creek Housing Rehab – Four (4) homes were completed in the Old Town area. Project closed out November 26, 1999. ➤ Guadalupe Housing Rehab – Six (6) homes were completed in town limits. Project closed out January 31, 2000. ➤ Goodyear Housing Rehab, DG9709 – Seven (7) homes were completed within the City limits. Project closed out January 30, 2000. ➤ Goodyear Housing Rehab, DG9808 – Six (6) homes were completed within the City limits. Project closed out January 31, 2000. ➤ Buckeye Fire Truck, DG9803 – Purchased from surplus: 1 brush truck, 2 pumper-tanker trucks, and several kinds & quantities of support equipment. Project closed out 3/28/00. ➤ 80th Ave Slum Clearance, DG9915 – Demolition & clearance of 2 severely burned apartment buildings located on (county island) 80th Ave north of Glendale Avenue. Project closed out 3/28/00.
<p>Encumber 100% of 1999 HOME funds by 6/30/2000.</p>	<ul style="list-style-type: none"> • As of March 31, 2000, 100% of FY 1999 HOME funds have been encumbered.
<p>Monitor appropriate CDBG projects & HOME activities by 6/30/2000</p>	<ul style="list-style-type: none"> • Monitoring activity is underway and will be completed by 6/30/00.
OTHER ACTIVITIES & ACCOMPLISHMENTS	
<p>Assist with clearance of slums in County islands.</p>	<ul style="list-style-type: none"> • Completed asbestos cleanup, demolition and clearance of burned out property at 80th Avenue and Glendale Ave. • Developed draft guidelines for assistance to private developers. • Clearance of deteriorated properties and related activities are a high priority in the draft Consolidated Plan.

MARICOPA COUNTY COMMUNITY DEVELOPMENT

Third Quarter FY '99-'00

Isabel McDougall, Director

GOALS		COMMENTS			
Complete Customer Service Survey	<ul style="list-style-type: none">Survey complete. 75% of customers very satisfied; 23% somewhat satisfied.Follow-up continues on use of technology and training of subrecipients.				
Administration of private grant from Sears Bank	<ul style="list-style-type: none">Arranged for Fair Housing Center to administer \$14,000 grant for closing costs and down payment assistance for low-income homebuyers. All funds expended as of December 31, 1999.Financial assistance given low-income homebuyers to purchase 8 homes in 1999 and 8 homes in 1998.				
PERFORMANCE MEASURES					
	FY 96-97	FY 97-98	FY 98-99)	FY 99-00 (Projected)	
<u>Cost</u> Cost of grant money to County General Fund	\$8,476	\$6,127	\$3,541	\$4,000	
<u>Satisfaction</u> % customers satisfied with CD services*	N/A	N/A	N/A	80%	
<u>Impact</u> % of new projects with outcome measures in contracts**	N/A	N/A	N/A	46%	

*Customers divided into 3 categories: Project Managers, C/T Managers, and CDAC Members.

**Impact (Outcome) Measures that go with the projects are measured at the appropriate time(s) and do not usually lend themselves to yearly trend measurement or comparison. Examples are in place for 1999 with 6 pilot municipalities. Please note that achieving desired outcome is not a contractual obligation.

IMPACT MEASURES:

Town of Buckeye – Buckeye Street Improvement - Anticipated impact is reduction of street maintenance costs as measured by actual expenditures, measured annually for 5 years after completion. Completion scheduled May 2000.

City of Goodyear – Goodyear Housing Rehabilitation - Number of substandard houses will be reduced from 207 to 201 at completion of program year, June 30, 2000.

Town of Guadalupe – Guadalupe Sidewalk Construction - Street maintenance costs will be reduced by 25% as measured by actual expenditures at the end of the first full FY after project completion. Completion scheduled April 2000.

MARICOPA COUNTY COMMUNITY DEVELOPMENT

Third Quarter FY '99-'00

Isabel McDougall, Director

City of Tolleson – Tolleson Fire Truck and fire fighting equipment – Anticipated impacts are improved response times, increase in ISO ratings (October 1999) and lower insurance rates. Response rates are measured monthly and insurance rates are established annually upon renewal. Next insurance renewal October 1999. (ISO Ratings increased October 1, 1999.)

Town of Queen Creek – Queen Creek Sewer connections - Anticipated impact is improvement of unhealthy environment caused by failing septic tanks, measured by a reduction in soil contaminants such as nitrates on an annual basis after project completion scheduled for April 2000.

Town of Wickenburg – Wickenburg Fire Truck – Anticipated impact is restoration of fire protection capability within town as measured by favorable insurance rate adjustments within the next rating period anticipated to be July 30, 2000.

MARICOPA COUNTY HOUSING DEPARTMENT

Third Quarter FY '99-'00

Joanne D'Amico, Director

GOALS		COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT		
Enroll six supervisors in MCMI by 6/30/00.		<ul style="list-style-type: none">• Five have completed the MCMI Level I course. There is one supervisor left to complete the course next quarter. There is one, new-hire coming on in April who will be scheduled following probation.
Implement Tele-Working on a trial basis with two staff.		<ul style="list-style-type: none">• One person tried this twice this quarter on a trial basis. It worked during budget time and provided the uninterrupted work environment necessary to complete the many budgeting tasks due for both HUD and the County. One other staff person will try Tele-working next quarter.
Implement full use of electronic transmissions to HUD.		<ul style="list-style-type: none">• We have achieved 95% compliance with HUD's electronic submission requirements. While not all the bugs are worked out on their end, we have learned to work around those created on our end. Additional exposure to the various systems will increase efficiency and effectiveness.
Review and implement recommendations made by employee committees from Employee Satisfaction Survey completed in April 1999.		<ul style="list-style-type: none">• All four sub-committees have provided reports back on suggestions for improving pay for performance, training issues, improving communications and handling performance problems. Staff worked diligently to discuss issues in a positive way and come up with realistic recommendations to make Housing a better department to work in.• All sub-committees will be making their recommendations public at our quarterly staff meeting on April 14, 2000. Additional discussions with full staff may revise or amend these works in progress.
Ensure Maintenance Staff attends one trades-related training opportunity.		<ul style="list-style-type: none">• Maintenance staff has the opportunity to attend various technical workshops to enhance their job. Four staff attended a two-day, hands-on HVAC workshop. All maintenance staff attended the Healthy Back and how to Avoid Back Problems sessions from the County Course Catalog. Emphasis on Safety is ongoing.
Increase salaries to at least minimum range of compensation survey by 6/30/00.		<ul style="list-style-type: none">• Currently there are 12 of 51 (21%) staff who are not yet at minimum. Part of the Pay for Performance sub-committee's recommendations were to get all staff to minimum market by July 1, 2000. This was my goal for this year, however, it will need to carry-over into FY '01.
Implement new computer system to ensure consistency, security and reliability of information.		<ul style="list-style-type: none">• On March 9, 2000 representatives from our computer vendor met with me to discuss the implementation of the product we bought. Although they were ready for us to proceed and train April-July this year, I decided to wait until more testing in the field occurred. Installing a new product and expecting staff to learn the system before the product is better tested is not fair to them or the department. Staff will attend the User's Group meeting in May to unveil more issues and hopefully resolve others.

MARICOPA COUNTY HOUSING DEPARTMENT**Third Quarter FY '99-'00****Joanne D'Amico, Director**

GOALS	COMMENTS
Ensure MTCS reporting to HUD is accurate and timely.	<ul style="list-style-type: none">• We mastered this issue in December with the by-pass of the Family Reporting System (FRS). It is linked to all remote sites so that information from tenant files is keyed into the system by staff directly. Our accuracy and reporting rate went from 78% to 99%.
Review and recommend improvements to enhance administrative services.	<ul style="list-style-type: none">• Administrative policies and procedures were revised this quarter as part of our Annual Plan submission to HUD. Our customer service survey is being revised and will be redistributed to a larger group of our customer base, including Section 8 owners and agents.
Identify and purchase new phone system.	<ul style="list-style-type: none">• The Toshiba 2010 was installed last quarter and is functioning well for the department.
Automate the four site offices in the use of the Automated Vacated Tenant Accounts (AVTA) System.	<ul style="list-style-type: none">• One additional site was added, this quarter, however transmission problems and reliability issues have limited its value. An upgrade is an option, but in the meantime, centralized processing will have to remain in place. Families are still being screened against the system prior to placement, it's just not as convenient as having immediate access.
Further develop, report, and analyze specific performance measures.	<ul style="list-style-type: none">• Discussions with management staff were initiated in hopes of meeting this goal by end of the next quarter. In the meantime we will utilize what is already identified and report accordingly. Using the Library District's template as a guide will assist in the process of finalizing realistic performance measures for the department.
OPERATIONAL GOALS	
Reduce unit turnaround time to 15 days.	<ul style="list-style-type: none">• Our current turnaround averages 17 days, which falls below HUD's 20-day threshold. Still working to achieve this goal by tightening up communications between maintenance, management and applications staff.
Certify 150 families a month from the waiting list to search for housing.	<ul style="list-style-type: none">• 962 families were scheduled for eligibility interviews this quarter. 62 families completed the process and received certificates to begin their search for rental housing. 90 have been rescheduled for interview and 115 are ready to be briefed.
Achieve and maintain 98% lease-up in Section 8.	<ul style="list-style-type: none">• Goal not met. Currently leased at 76%. May not reach this goal by June 30, 2000. Getting folks on the street to search for housing has been a major difficulty even with five staff interviewing. The new Leasing Supervisor begins April 24, 2000.

MARICOPA COUNTY HOUSING DEPARTMENT

Third Quarter FY '99-'00

Joanne D'Amico, Director

GOALS	COMMENTS
Recruit 50 new owners into the Section 8 Program to increase housing opportunities for participants.	<ul style="list-style-type: none"> 14 new owners entered the program this quarter, bringing the total this year, to 38. On target at 76% of the annual goal.
Conduct outreach to remote areas of County including Buckeye, Gila Bend and Wickenburg.	<ul style="list-style-type: none"> Recently contracted landlords have recruited others to participate in the program. Our rental referral list is two pages long. Program information is available at the CAP offices in all County locales to promote further understanding of all the programs we offer. Staff will conduct outreach and informational briefings upon request.
Develop group orientation for Section 8 owners.	<ul style="list-style-type: none"> Materials have been collected from other agencies, we've looked at a video presentation and updated our current materials for distribution to groups and for mail-out. Once the Leasing Supervisor arrives and is trained, she will assume these responsibilities.
Increase HUD PHMAP scores to "high performer status" with at least a score of 90.	<ul style="list-style-type: none"> This goal will not be met this year. Overall scores from HUD for the period ending June 30, 1999 were 81.25%. We failed in Modernization and got a "C" for rents collected. Scores for inspections, financials, work orders and utilities were "A's".
Expend all Mod grants in 704-705 & 706 by 12/31/99 to remove agency from Mod-Troubled Status with HUD.	<ul style="list-style-type: none"> 706 will close by the end of this fiscal year. All others are closed and we are on track to spend future monies within mandated timelines.
Identify and secure financing for Avondale replacement housing units.	<ul style="list-style-type: none"> The tax-credit application will be submitted to the State by April 28, 2000. The architects have prepared preliminary drawings for 120 family units in cul-de-sac clusters/pods that look like individual neighborhoods. A community building, maintenance shop, office building, day-care center, pool and sports area are included in the plans. This will be a model development in Avondale.
OTHER ACTIVITIES & ACCOMPLISHMENTS	
Continuum of Care	<ul style="list-style-type: none"> This was the first year the Housing Department participated in the Continuum of Care regional meetings. Representatives from most valley cities and most of the service providers participated in the process. The use of the consultant to facilitate the 'coordinated' approach and program application this year was much appreciated by the participants. It's a huge undertaking, but the regional approach did occur this year. Although our role is limited, we might assist at the back-end of the process, offering permanent housing to eligible individuals. The application is due to HUD by May 31, 2000.

MARICOPA COUNTY HOUSING DEPARTMENT

Third Quarter FY '99-'00

Joanne D'Amico, Director

GOALS		COMMENTS			
Staff Development	<ul style="list-style-type: none">All supervisory staff completed our on-site Performance Management course this quarter. OP&T (SPRIT) conducted the training in three sessions over two months. It was well received and should improve the department's overall performance-base. Additional staff development courses will be brought on site to enhance the skill level of supervisors. Courses designed to improve staff interpersonal skills will also be scheduled.				
Suit Settled	<ul style="list-style-type: none">The Summit Construction roofing suit filed against us in 1998 for \$135,000 was settled out of court for \$65,000. We anticipated settlement and paid the claim from budgeted, unspent modernization funds. Housing did receive \$100,000 of new roofing.				
County Costs	<ul style="list-style-type: none">We met with Telecom staff to discuss cutting costs for the department. Although staff was informative, we are searching for more economical ways to meet our telecommunications needs. We are gathering service provider bids from outside sources to verify what we're paying Telecom makes good business sense. County internal service costs over \$250,000 per year are very high. I'd like to move toward a more independent status where we could shop outside the County for service if it was more cost effective. Equipment Services is another high cost area (other than for gas) we'd like to break away from.				
Workforce Investment and Youth Council Activities	<ul style="list-style-type: none">Departmental representation on the Workforce Investment Board and the Youth Council has promoted better understanding of the employment needs and availability of year-round employment opportunities for youth between the ages of 14-21. Resident youth in our housing will be able to access these programs and get training to enhance their economic situation.Coffelt will be one of the sites hooked into the One-Stop Centers' database.				
Employee Satisfaction Sub-Committees	<ul style="list-style-type: none">Sub-committees for pay for performance, handling performance problems, communications, and training met this quarter to prepare recommendations for improvement. Recommendations will be discussed at the April 14, 2000 agency-wide staff meeting. An improvement plan will then be implemented in each of these areas so our employee satisfaction scores can improve.				
PERFORMANCE MEASURES					
	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)	
Complete 100% of HQS Inspections	95%	99%	100%	100%	

MARICOPA COUNTY HOUSING DEPARTMENT

Third Quarter FY '99-'00

Joanne D'Amico, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)
Collect 100% of all rents due	92%	96%	97%	99%
Complete 100% of emergency work orders in 24 hours	90% in 24 hours	98% in 24 hours	100% in 24 hours	100% in 24 hours
85% Lease-up of Section 8	65%	68%	72%	80%
Provide 1200 households with Section 8 rental assistance at an average subsidy cost not to exceed \$425 per household per month	<ul style="list-style-type: none">1101 households were assisted at a cost of \$396 per month.			
Inspect 827 public housing units in 4 areas with a pass rate of 90% before 6/15/00	<ul style="list-style-type: none">Measure met for the quarter. 76% of the units have passed inspection.			
Manage and maintain 827 public housing units at a cost not to exceed \$307 per month	<ul style="list-style-type: none">Unit management costs were maintained at \$297 per unit this quarter.			
Increase home-ownership by 5% for FSS families	<ul style="list-style-type: none">3 families got into new homes this quarter, one of which was Habitat for Humanity. 4% of FSS families have moved to home-ownership. Measure should be met by year-end.			
Process 300 applications in 60 days correctly approving or denying them with a 98% accuracy rate.	<ul style="list-style-type: none">500 applications were processed with a 95% accuracy rate.			
Process 300 applications from the waiting list within sixty days correctly approving or denying those clients with a 98% accuracy rate.	<ul style="list-style-type: none">1065 applications were processed this quarter (90 days) with a 35% success rate. Accuracy rate was 96%.			

MARICOPA COUNTY HOUSING DEPARTMENT

Third Quarter FY '99-'00

Joanne D'Amico, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)
Complete Quality Control Inspections on 5% of the inventory in both Section 8 and Public Housing with a 95% “pass rate” by May 15, 2000	<ul style="list-style-type: none">On target this quarter with 5% completed and 100% passed.			
Submit required reports to HUD electronically with a less than 1% error rate	<ul style="list-style-type: none">Measure met with MTCS, financial and program reporting this quarter.			

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS	COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT	
Ensure adequate financial resources and reporting to operate the District within reporting limits.	<ul style="list-style-type: none"> We have completed the process of breaking down the District budget by agency. At a branch staff meeting on August 26, 1999 staff received the July report and had a training session on how to understand and manage the report. Regular monthly reports are being provided.
Continue to address emotional commitment items throughout the District	<ul style="list-style-type: none"> An Employee Satisfaction Survey was undertaken of all District staff in October 1999. Results will be presented to the staff at an All Staff Day on April 3, 2000. We have completed the review of market adjustments for 127 covered employees and the first of two steps for implementation has taken place.
Continue to develop collaborative ventures with other valley libraries, strengthening relationships.	<ul style="list-style-type: none"> A committee began work in January on a "universal valley-wide library card." The committee has representation from public libraries in the Valley that wish to participate. Valley-wide recruitment efforts are underway with firm plans for a recruiting booth at the ALA Conference in July 2000. The District's efforts at the ALA Conference in New Orleans this past June resulted in the filling of four long-time librarian vacancies. Harry R. Courtright assisted in the recruitment of the new Mesa Library Director. GladysAnn Wells, State Librarian has appointed Harry R. Courtright, to serve on the Arizona Statewide Library Development Commission. Harry R. Courtright has been elected Secretary of the Maricopa County Library Council. Harry R. Courtright has been elected Secretary of the Arizona County Librarians Group.
Ensure the District has state of the art technology.	<ul style="list-style-type: none"> A redesign of the District Home Page has begun. An <i>ad hoc</i> committee of staff is working on content and is receiving I.T. design assistance. It is expected the new Home Page will be out by the end of the fiscal year. A new INTRASTAFF web page has been created as another means of staff communication (mclstaff.maricopa.gov).

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS	COMMENTS
Monitor development, construction, and prepare for opening of regional, community and neighborhood libraries.	<ul style="list-style-type: none"> • The Fountain Hills Branch Library building bids are to be opened April 7, 2000. It is expected the bids will be awarded by April 20. Construction will take 14 months. • The NWRL Surprise Building is on hold. It appears a whole new concept is planned which will result in a need for renegotiations of the IGA and lease. • Guadalupe is on target with no changes in timeline. Anticipated opening date is July 2000.
Explore the development of a Centralized Government Information Center that will provide County Departments access to Library District resources.	<ul style="list-style-type: none"> • No work has begun on this project. We expect to begin discussions in the fourth quarter. • We have had discussions with the Courts about the Southeast Complex Law Library's provision of access to law materials District-wide. Planning is still in process.
OPERATIONAL	
Implement strategies to ensure expansion, quality improvement, and visibility of District programming activities and services.	<ul style="list-style-type: none"> • Our marketing person is working on a draft marketing plan. • Nine grant applications were submitted to various agencies as of the end of this quarter. We have received awards of almost \$250,000.
Ensure provision of user-friendly and safe facilities.	<ul style="list-style-type: none"> • The Adult and Youth Services Coordinators, with assistance from our on-staff Facilities Manager, have been working to ensure we meet this goal.
Develop and introduce a "Virtual Library."	<ul style="list-style-type: none"> • Work has begun on identifying efforts by similar libraries on meeting electronic informational needs of customers. This should be completed by the end of the year.
Enhance selection of library materials to reflect changing needs and demands of customers.	<ul style="list-style-type: none"> • New selection process for library materials is in place. Adjustments have been made and the change is completed. • Pre-catalogued and processed books are now being received weekly. • An RFP is being prepared by Materials Management and District Staff to make this selection process permanent. • The District accepted a donation of 10,000 books for SERL won by Lillie Holmes in a Cracker Barrel contest. To date, they have not been received. We contact them twice weekly on status.

MARICOPA COUNTY LIBRARY DISTRICT

Third Quarter FY '99-'00

Harry R. Courtright, Director

GOALS		COMMENTS			
Conduct a year-2000 customer satisfaction review and utilizing results develop benchmarking for all services the District provides.	<ul style="list-style-type: none">Plans and discussions took place on a District-wide customer survey. It was decided to couple this with our proposed new "measures" in 2000-2001.We are attempting to look at how to reach non-users as a separate survey effort.				
PERFORMANCE MEASURES					
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date	
Ensure adequate financial resources and reporting to operate the District within approved limits.					
Percentage change in fund balance	2.16%	32.78%	30.10%	33.9%	
Percentage increase in circulation	-0.96%	-7.40%	-6.48%	7.9%	
Percentage increase in non-tax revenue	N/A	N/A	N/A	18.12%	
Percentage decrease in per-patron spending	27.47%	-13.31%	-8.50%	-8.81%	
Continue to address emotional commitment items throughout the District.					
Percentage of employees attending training programs	N/A	N/A	N/A	46%	
Percentage of employees receiving market adjustments	N/A	N/A	N/A	70%	
Percentage of employees receiving incentives	N/A	N/A	N/A	0%	
Percentage of employees receiving spot awards	N/A	N/A	N/A	28%	
Percentage of employees using the new performance planning system by December 31, 1999	N/A	N/A	N/A	0%	

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
<p>Continue to develop collaborative ventures with other valley libraries, strengthening relationships.</p> <p>Percentage of valley public libraries collaborating on the “One Library Card” project</p> <p>Percentage of valley libraries collaborating on the “Central Purchasing” project</p> <p>Percentage of valley libraries collaborating on a joint PR campaign</p> <p>Percentage of valley libraries collaborating on recruitment</p> <p>Establishment of a “One Library Card” system</p> <p>Establishment of a “Central Purchasing” system</p>				<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>
<p>Ensure the District has state of the art technology.</p> <p>Percentage of dumb terminals replaced</p> <p>Increase in the percentage of MCLD Home Page users</p> <p>60% of MCLD Home Page users rate new Home Page design/layout as “easy” to use</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>98%</p> <p>73.8%</p> <p>N/A</p>

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
Monitor development, construction, and preparation for opening of regional, community and neighborhood libraries. Staff costs per population served Staff costs per square footage Operating costs per square footage	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A \$12.96 SERL 9 mo. \$21.13 District-wide \$3.80 SERL \$14.75 District-wide
Explore the development of a Centralized Government Information Center that will provide County Departments access to Library District resources. 80% of county departments surveyed determine the need for a Government Information Center Commitment from 50% of county departments to a charge-back fee structure for research services				N/A N/A
Implement strategies to ensure expansion, quality improvement, and visibility of District programming activities and services. At least one out of twenty households regard the County libraries as the “heart” of the community and the “first” place to go for information, education, and social “sense of place.”				N/A

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
Number of new and/or improved programs, services, projects, events and equipment which increased the number of patrons and user satisfaction				N/A
Ensure provision of user-friendly and safe facilities. Percentage of decrease in injuries Percentage of decrease in complaints Percentage of increase in circulation Percentage of increase in patron count				-0- 78% 7.9% 11%
Develop and introduce a “Virtual Library” Home Page entrance to Virtual Library available by the end of the third quarter 60% positive feedback from public on information received Measurable increase in reference statistics with addition of Virtual Library				N/A N/A N/A
Enhance selection of library materials to reflect changing needs and demands of customers. 90% of branch libraries are satisfied with the new selection process 60% of the library materials on the shelf for customer use within 30 days of order				100% N/A

MARICOPA COUNTY LIBRARY DISTRICT
Third Quarter FY '99-'00
Harry R. Courtright, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
Conduct a year-2000 customer satisfaction review and utilizing results, develop benchmarking for all services the District provides.				
Complete development of a customer survey by the end of the third quarter.				N/A
Develop four methods of surveying non-library users.				N/A
Complete development of a “Pennsylvania-type” survey model for the District by the end of the fourth quarter.				N/A

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT
Third Quarter FY '99-'00
William C. Scalzo, Director

GOALS	COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT	
<p>Update and adhere to the Department's Strategic Plan, with regard to the following seven strategic issues:</p>	<ul style="list-style-type: none"> • <u>Recreation Opportunities:</u> <ul style="list-style-type: none"> ➤ Park Educators are staffed in each of our major facilities with the exception of a vacancy at Estrella Mountain Regional Park currently being recruited. ➤ Our programming is being well received by the park visitors. ➤ Our program schedule is available on the Parks Department Web Page. • <u>Outdoor Education Services:</u> <ul style="list-style-type: none"> ➤ The Desert Outdoor Center exhibit hall is near completion with the newly constructed animal habitats facility. ➤ A new display furnished by the Arizona Game and Fish Department is in place that will enhance the center's ability to promote educational goals. ➤ Central Arizona Project has provided an interactive kiosk that instructs the user about Arizona water resources, and signing for our interpretive trail that provides information about the dam and C.A.P. ➤ Visitation has increased from 12,000 visitors last year to over 14,000 our second year. ➤ The second annual Outdoor Education Fair April 8, 2000 will promote Outdoor Education and Recreation. ➤ The Park Educators have been busy and dozens of outreach programs and presentations have been done this quarter. • <u>Entrepreneurial Management:</u> <ul style="list-style-type: none"> ➤ On-going efforts to increase revenues and identify new revenues to be directed to the Parks Enhancement Fund. ➤ Revenues system-wide through March 2000 are up by 22%. • <u>Park Police Officer/Park Educator Services:</u> <ul style="list-style-type: none"> ➤ Park Police currently are being trained as site stewards to coordinate with the State Historic Preservation Office to monitor sites identified within County park jurisdiction ➤ Park Police have a bicycle patrol with five officers trained on mountain bikes and will be patrolling the campgrounds and trails. ➤ In April, the Department will be advertising for the two vacant Park Police Sergeant positions. • <u>Support/Management Services:</u> <ul style="list-style-type: none"> ➤ Employees continue to be performance managed on the goals related to managing, facilitating, and supporting departmental operations.

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS	COMMENTS
<p>Update and adhere to the Department's Strategic Plan, with regard to the following seven strategic issues: Continued</p>	<ul style="list-style-type: none"> • <u>Construction and Maintenance Services:</u> Employees continue to be performance managed on the goals related to maintaining safe and clean parks, facilities, roads, and grounds in a manner that consistently exceed visitor's expectations. <i>Accomplishments:</i> <ul style="list-style-type: none"> ➤ In cooperation with the Arizona Game and Fish Department, the wildlife water catchment at the Nursery Tank Trail at McDowell Mountain Regional Park was completed and filled with water. ➤ Nearing completion of the construction of critter exhibit cages at the Lake Pleasant Desert Outdoor Center. ➤ Installed an iron ranger at the entrance to the PIR competitive track area at Estrella Mountain Regional Park. ➤ Assisting in the construction of Pipeline Canyon Trail at Lake Pleasant with the use of the small trail dozer. ➤ Installed an electric water heater at the Utery Archery Range to replace the inoperative solar water heater. ➤ Installed new pumps at the water booster pump station at Utery Mountain Recreation Area for comfort station #8. ➤ Repaired the damaged distribution box for the septic system for comfort station #3 at Estrella Mountain Regional Park. • <u>Capital Budgeting:</u> <ul style="list-style-type: none"> ➤ Capital improvement plan developed and updated as needed. ➤ Identification of potential funding is on-going. ➤ Discussions with OMB regarding staffing and funding continue. A minor portion of the \$40M capital plan (\$1M) has been recommended by OMB for FY 2000-01. Four positions have also been recommended, but the staffing analysis is ongoing.
<p>Implement a departmental performance measurement and benchmarking project, and comparative cost and efficiency analysis for services provided.</p>	<ul style="list-style-type: none"> • Department has developed performance measures for FY 2000-01 and is in the process of consulting with a Parks and Recreation expert, Bill Beckner. These measures continue to be monitored. It is anticipated that Mr. Beckner will be integral in collecting benchmarking material for the Department. Department management will be meeting with Mr. Beckner in the second quarter of the upcoming fiscal year while he is in Phoenix on business.
<p>Operate within the Board of Supervisors approved budget for all agencies, with no additional fee increases.</p>	<ul style="list-style-type: none"> • At this time, we see no immediate need to increase fees and charges within our operation. The Department is operating within the BOS approved budget.

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS	COMMENTS
<p>Increase public awareness and marketing of the County Park system, including programming and activities, as well as through statewide and national leadership in the public parks and recreation movement.</p>	<ul style="list-style-type: none"> • Marketing Materials: <ul style="list-style-type: none"> ➤ Park Educators and the Marketing Coordinator will combine the monetary and educational resources of each Regional Park to create new brochures for flora and fauna. ➤ Information on the Maricopa County Regional Park System, and camping in the Parks has been reproduced to be used or distributed in all the regional parks. • <u>Development of Videos:</u> <ul style="list-style-type: none"> ➤ The Department video has been sent with a personalized cover letter to the Production Managers, or Media Managers of Scottsdale, Phoenix, and Glendale and each has played it on their stations. ➤ This video is used whenever we have an opportunity to showcase Maricopa County Parks and Recreation Department to the public. • <u>Web Page:</u> <ul style="list-style-type: none"> ➤ The Department's web page continues to provide information on the parks, special events, news events, and the dates and agendas of Parks and Recreation Commission meetings. ➤ The web page is now attracting more than 40,000 hits per month, with links to web sites continually being explored and added. A link with the Public Land Information Center was the most recent addition. ➤ Information on our golf courses and horseback riding concessionaires operating within the County Parks has been added to the web page. ➤ Course descriptions, and seasonal prices of the Estrella Mountain and 500 Club Golf Courses have been added to the web page. ➤ The Horseback Riding Stable at Cave Creek Recreation Area has also been added to the web page. • <u>State and National Conferences in Maricopa County:</u> <ul style="list-style-type: none"> ➤ The Department has worked with the Arizona Parks and Recreation Association (APRA) to develop a sponsorship solicitation piece for the 50th Anniversary of the APRA. ➤ Staff is currently assisting the organizers to solicit sponsors for the various events scheduled throughout the year 2000. ➤ Members of our staff recently contributed to the success of the APRA's inaugural Governor's Conference on Open Space and Leisure Legends Luncheon; and the Parks Law Enforcement Association annual conference. ➤ The Department will be the host agency of tours to our parks during the 2000 National Congress of the National Recreation and Parks Association in October of this year.

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS	COMMENTS
<p>Continue efforts to fund operational and capital activities through non-tax dollars. This includes an entrepreneurial approach to generate new revenues through grants, fees and charges, concession agreements, donations/contributions, sponsorships, etc.</p>	<ul style="list-style-type: none"> Automated Fee Collection – in the final stages for the implementation of the U-Park System. Anticipated start-up date will be June/July timeframe. Land and Water Conservation Funding (LWCF) has been increased to Arizona, but is still too little to impact this department. Congress continues to debate this matter and there is hope within the recreation profession that this funding will be restored to a level that will more fully support the needs of recreation users throughout the United States. Work with developers through Planning & Development to receive revenue from new home construction. Six developers have agreed to a request for \$100 per building permit. Contributions could bring in \$1.5 - \$2 million. Installation of the APS solar collector panels at the DOC is scheduled for April and May of 2000. Arizona Public Service has selected the DOC as one of five sites to receive a solar collector. Staff met with representatives from Wide World of Maps to jointly develop a map of the Regional Park System and individual parks. Efforts continue in meetings with local corporations to interest them in sponsorship of classrooms at the DOC.
<p>Continue to address emotional commitment items throughout the Department. Encourage supervisors and staff within the Department to be involved in emotional commitment.</p>	<ul style="list-style-type: none"> Mark Lansing, Estrella Mountain Regional Park Supervisor, along with other County volunteers held the Maricopa County Employee Picnic at the park, where 2800 hundred meals were served. Activities were provided for families, along with arts and craft booths, and displays from several departments including MCSO, McDOT, Hospital, Animal Control, Maricopa County Credit Union and Parks & Recreation. Continue to build relationships within the department with different activities. Department management conducted post survey meetings with staff in various field locations to assess their impressions of the employee satisfaction survey results. Department management team conducted a retreat to re-evaluate the strategic plan, mission, vision and overall direction of the department. Staff members from Headquarters and field offices continue to serve on committees that help to set policy and procedures for the department. Committee assignments include: <ul style="list-style-type: none"> Safety Committee Uniform Committee Revenue Review Committees Telecommunication Public Information

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS	COMMENTS
OPERATIONAL	
<p>Identify and analyze potential additions to the park system land holdings, and evaluate current land holdings for best use.</p>	<ul style="list-style-type: none"> • Spur Cross Ranch – ongoing • Arizona Preserve Initiative has approved two applications, totaling, 1,117 acres. A signing ceremony will take place at the Cave Creek Recreation Area with Supervisors Stapley and Kunasek, to be announced at a later date. • The New River Park project is moving forward with the hiring of a consultant to prepare a master plan to include an application to the BLM to convert the 80-acre R & PP Lease to an R & PP Patent. • The BLM is still conducting its planning efforts for the area that they refer to as the Southern Bradshaw Area. This includes the 14,000 acre parcel, near Lake Pleasant that the County has applied for under the Recreation and Public Purposes Act. Staff continues to participate in workshops being conducted by BLM to incorporate public involvement in their planning efforts. • The Department is submitting an R & PP application to patent 2,880 acres of BLM land adjacent to the western boundary of White Tank Mountain Regional Park.
<p>Coordinate and implement plan for the development and enhancement of the park system utilizing available funds, being cognizant of the future needs of the system.</p>	<ul style="list-style-type: none"> • In cooperation with the Planning and Development Department, Budget Office, Flood Control District, Office of the County Administrator and others, we have taken a look at the needs for this department as we move into the 21st Century. Capital improvements, operations and level of service were all looked at by varying professionals to determine what would be in the best interest of the users. • Working with the Budget Office, we have identified opportunities for strengthening the Department by augmenting the existing budget with capital and operation dollars that would help us to further meet the expectations of the park users. OMB has recommended some funding for staff and capital, but the Department will need to continue to focus on identifying major funding sources for its issues.
<p>Continue to promote activities and accomplishments beneficial to the Department, our customers, and County.</p>	<ul style="list-style-type: none"> • A new web site has been created to inform and update the public on meetings and progress of the newly developed Trail Commission. The new 227-mile trail system will surround the metropolitan area of the valley • A combination of 202 programs were conducted at the various County Parks during the third quarter. Programs included hikes, presentations, campfire or afternoon programs, rodeos, fishing tournaments, mountain bike races, duathlons, charity rides, and horse shows.

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS		COMMENTS		
OTHER ACTIVITIES & ACCOMPLISHMENTS				
Issues addressed with the Board of Supervisors during this quarter.	<ul style="list-style-type: none">• District 1<ul style="list-style-type: none">➤ Appraisal of surplus land at San Tan Mountain Regional Park➤ San Tan Mountain Regional Park area cleanup➤ Attended meeting set up by the developer for new planned community at the San Tans.• District 2 Issues:<ul style="list-style-type: none">➤ Spur Cross Ranch briefings➤ Usery Park/Gun Range• District 3 Issues:<ul style="list-style-type: none">➤ Trail Commission Kick-Off held at Cave Creek Recreation➤ Meeting with Chairman Kunasek to discuss Cave Creek Recreation Area budget issues.• District 4 Issues:<ul style="list-style-type: none">➤ Lake Pleasant Hydroplane Race Test event➤ Lakeland Development project and park impact➤ White Tank Park BLM land acquisition• District 5 Issues:<ul style="list-style-type: none">➤ Los Rios/Gila River Restoration Project➤ El Rio Project			
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)
Percent of tax subsidy as compared to total budget	22%	29%	26%	20%
Number of volunteer hours contributed and percent of total staff hours worked	47,517	67,256	73,765	82,765
Cost per household per year	TBD	TBD	TBD	TBD
Percentage of residence (volunteer host) sites staffed.	85%	90%	100%	100%

MARICOPA COUNTY PARKS AND RECREATION DEPARTMENT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99 (Est.)	FY 99-00 (Proj.)
Percentage increase in total number of special events.	N/A	135%	355%	10%
Number of services for individuals with disabilities compared to services offered	TBD	TBD	TBD	TBD
Percentage increase from FY 97 in revenues from camping & entry fees	23%	2%	22%	21%
Percent of participant growth/decline	9%	.05%	4%	8%
Percentage increase from FY 98 in revenues from concessions & merchandise	N/A	N/A	128%	-20%
Number of employees per developed acre	1,657	1,657	1,657	1,546
Percent Increase from FY 98 in Corporate Donations	N/A	N/A	57%	-48%
Occupancy rate for the Desert Outdoor Center	N/A	\$25,000	\$128,991	\$220,000
Amount of grant revenue awarded	107,103	\$241,000	\$40,851	\$150,000
Differentiate satisfaction according to categories: safety, cleanliness etc.	TBD	TBD	TBD	TBD

MARICOPA COUNTY PLANNING & DEVELOPMENT**Third Quarter FY '99-'00****Joy Rich, Director**

GOALS		COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT		
Develop, adopt, update, and adhere to the Department Five Year Business Plan, with regard to the six strategic issues for Organizational Structure, Strategic Planning, Finance, Human Resources, Technology, and Location.		<ul style="list-style-type: none">• Progress continues with the implementation of the Business Plan, particularly on areas dealing with location, organizational structure, technology, and finance.
Improve individual and collective department employee performance and reduce turnover through initiatives including:		<ul style="list-style-type: none">• One planner and one building inspector retained by counter offering comparative salaries.• Merit salary advancements processed for 44 employees and approved on March BOS agenda.• Three Development Services Technician positions created to improve customer service.• Comprehensive Planning promoted staff member to Senior Planner position.• As a result of One Stop Shop implementation, job descriptions are being rewritten for Development Services and Code Enforcement personnel to better reflect actual job functions.• Employee Satisfaction Survey results were distributed to managers and staff for recommendations on needed improvements. These recommendations will be used to develop a work plan to address identified issues.
Implement performance measurement, benchmarking, and comparative cost and efficiency analysis for services provided.		<ul style="list-style-type: none">• Internal promotion awarded for new Web Developer/Executive Assistant position.• New current planning position created.• Building Inspection Supervisor position created to supervise east valley inspection area.• Peak performer gift certificates (\$600) distributed to employees so they in-turn could award a deserving co-worker.
Implement a structurally balanced budget for FY 1999/2000 with no additional fee increases.		<ul style="list-style-type: none">• Budget was submitted within OMB's target date. A fee increase was not necessary for fiscal year 2000/2001.

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

GOALS	COMMENTS
Develop and implement a financial management system adequate to meet One Stop Shop goals and County objectives relating to performance based budgeting.	<ul style="list-style-type: none"> Began research on credit card payment option.
Further develop, report, and analyze specific performance measures.	<ul style="list-style-type: none"> Discussions have occurred to revise performance measures for fiscal year 2000/2001 to better reflect the One Stop Shop process.
Continue work begun in FY '98-'99 with representatives of West Valley cities and towns to collaborate on projects	<ul style="list-style-type: none"> Developed White Tanks/Grand Avenue Area final draft plan. Reviewed the White Tanks/Grand Avenue Area draft plan with the Planning Advisory Committee. Planning Commission recommended approval of the White Tanks/Grand Avenue Area final draft plan. Briefed Board of Supervisors on White Tanks/Grand Avenue Area final draft plan. Served on General Plan Advisory Committees for Surprise and Peoria.
OPERATIONAL	
Prioritize and begin implementation of all identified efficiency and re-engineering improvements related to the development entitlement and permitting process.	<ul style="list-style-type: none"> Zoning Ordinance rewrite and reorganization 95 percent complete. Scheduled for April 20, 2000 ZIPPOR meeting. Abatement Ordinance amendment was approved by the Board of Supervisors in February 2000.
Develop and implement schedule for required updates to <i>Eye to the Future 2020</i> under the Growing Smarter Act.	<ul style="list-style-type: none"> Scheduled community meetings for initial phase of public participation program; developed program for community meetings. Conducted community meetings in all supervisorial districts. Conducted focus groups for public participation guidelines. Drafted Development Master Plan guidelines; scheduled focus groups for these guidelines. Drafted public participation guidelines.

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

GOALS	COMMENTS
One Stop Shop Implementation.	<ul style="list-style-type: none">• Relocation of department to new facility completed on March 13, 2000.• PlanNet, the department's GIS intranet site, was developed to help staff easily locate various services, data, ordinances, and maps created and administered by the department.• Utilized plan review services contract to augment One Stop Shop implementation and improve Plan Review turn around times.• Hired Electrical Plan Review Specialist position to accomplish One Stop Shop functions.• Purchased hand-held inspection/code enforcement field computers with desk-top PC accessory and portable printers. Designated a project leader to prepare business rules, which are applied to the configuration of the computers. Computer consultant provided implementation process information to users.• Full implementation of Planning and Development portion of One Stop Shop permitting process completed on March 13, 2000 with no down time in providing counter service to customers. New Development Services Information Center, Service Center and Distribution Center implemented and fully operational.• One Stop Shop procedures for inclusion of Environmental Services permitting activities (septic tank, earth moving and well drilling) 90 percent complete.• Began online permitting research.
Develop and implement an Illegal Dumping Program.	<ul style="list-style-type: none">• Notified Board of Supervisors of potential clean-up/abatement locations within each district. Requested information for follow-up actions.• Queen Creek-San Tan Mountain Park community clean-up conducted in conjunction with District 1 and County Attorney's Office.• Eighteen property clean-ups involving private and county property are near completion.

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY '99-'00 To Date
EFFICIENCY MEASURES				
SFR Standard Plan			5 Working Days	9 Working Days
Inspections			24 Hours	26 Hours
Adjudication of Complaint			12-18 Months	6-12 Months
OUTPUT MEASURES				
Addresses	N/A	N/A	N/A	4,042
Building Permits	N/A	N/A	N/A	3,542
Use Permits	N/A	N/A	N/A	55
Temporary	N/A	N/A	N/A	13
Conditional	N/A	N/A	N/A	22
Zoning Plan Reviews	N/A	N/A	N/A	1,290
Certificate of Occupancy	N/A	N/A	N/A	31
Adjudicated Cases	N/A	N/A	N/A	146
Administrative Amendments	N/A	N/A	N/A	13
Enforcement Complaints	N/A	N/A	N/A	157
DMP's	N/A	N/A	N/A	2
CPA's	N/A	N/A	N/A	4
Zoning Cases	N/A	N/A	N/A	22
Status Reports	N/A	N/A	N/A	0
BA Cases	N/A	N/A	N/A	36
Adult Business Licenses	N/A	N/A	N/A	N/A
Adult Business Permits	N/A	N/A	N/A	227
Building Inspections	N/A	N/A	N/A	71,897
Building Inspection Stops	N/A	N/A	N/A	16,077
Building Plan Reviews	N/A	N/A	N/A	3,041
Subdivisions	N/A	N/A	N/A	20
Referrals	N/A	N/A	N/A	64
Text Amendments	N/A	N/A	N/A	4
Office Visits - Total				3,705
Main	N/A	N/A	N/A	2,613
NW	N/A	N/A	N/A	1,092
NE	N/A	N/A	N/A	N/A
SE	N/A	N/A	N/A	N/A
Phone Calls	N/A	N/A	N/A	4,767
Faxes	N/A	N/A	N/A	398
Mail-Ins	N/A	N/A	N/A	46
Drop-offs	N/A	N/A	N/A	755
Internet Hits	N/A	N/A	N/A	4,789
IVR Hits	N/A	N/A	N/A	N/A

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY '99-'00 To Date
OUTCOME MEASURES				
In Process	N/A	N/A	N/A	3,592
Assigned	N/A	N/A	N/A	874
Verified	N/A	N/A	N/A	0
Changed	N/A	N/A	N/A	97
Withdrawn	N/A	N/A	N/A	0
<u>Building Permits</u>				
Over the Counter	N/A	N/A	N/A	460
In Process	N/A	N/A	N/A	877
Approved	N/A	N/A	N/A	2,071
Denied	N/A	N/A	N/A	00
Withdrawn	N/A	N/A	N/A	021
<u>Use Permits</u>				
Temporary				22
In Process	N/A	N/A	N/A	12
Approved	N/A	N/A	N/A	8
Denied	N/A	N/A	N/A	1
Appealed	N/A	N/A	N/A	1
Conditional				33
In Process	N/A	N/A	N/A	12
Approved	N/A	N/A	N/A	21
Denied	N/A	N/A	N/A	0
<u>Zoning Plan Reviews</u>				
In Process	N/A	N/A	N/A	737
Modifications Needed	N/A	N/A	N/A	52
Approved	N/A	N/A	N/A	1,290
Denied	N/A	N/A	N/A	4
<u>Certificate of Occupancy</u>				
Approved	N/A	N/A	N/A	31
Temporary	N/A	N/A	N/A	0
Denied	N/A	N/A	N/A	0
In Process	N/A	N/A	N/A	0
Withdrawn	N/A	N/A	N/A	0
<u>Adjudicated Cases</u>				
In Process	N/A	N/A	N/A	120
Guilty	N/A	N/A	N/A	3
Not Guilty	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	15
Withdrawn	N/A	N/A	N/A	8

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY '99-'00 To Date
<u>Administrative Amendments</u>				
Approved	N/A	N/A	N/A	13
Denied	N/A	N/A	N/A	0
Withdrawn	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	13
In Process at Time of Submittal	N/A	N/A	N/A	22
<u>Enforcement Complaints</u>				
Valid	N/A	N/A	N/A	154
Invalid	N/A	N/A	N/A	3
<u>DMP's</u>				
Approved	N/A	N/A	N/A	1
Denied	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	1
Withdrawn	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	2
In Process at Time of Submittal	N/A	N/A	N/A	12
<u>CPA's</u>				
In Process	N/A	N/A	N/A	34
Approved	N/A	N/A	N/A	0
Denied	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	0
Withdrawn	N/A	N/A	N/A	1
<u>Zoning Cases</u>				
Approved	N/A	N/A	N/A	19
Denied	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	3
Withdrawn	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	22
In Process at Time of Submittal	N/A	N/A	N/A	297
<u>Status Reports</u>				
Accepted by staff	N/A	N/A	N/A	0
Accepted by commission	N/A	N/A	N/A	0
Denied by commission	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	0
In Process at Time of Submittal	N/A	N/A	N/A	9
<u>BA Cases</u>				
Approved	N/A	N/A	N/A	17
Denied	N/A	N/A	N/A	10
Continued	N/A	N/A	N/A	8
Withdrawn	N/A	N/A	N/A	1
Appealed	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	36
In Process at Time of Submittal	N/A	N/A	N/A	55

MARICOPA COUNTY PLANNING & DEVELOPMENT

Third Quarter FY '99-'00

Joy Rich, Director

PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY '99-'00 To Date
<u>Adult Business Licenses</u>				
In process	N/A	N/A	N/A	N/A
Approved	N/A	N/A	N/A	N/A
Denied	N/A	N/A	N/A	N/A
Suspended	N/A	N/A	N/A	N/A
Revoked	N/A	N/A	N/A	N/A
<u>Adult Business Permits</u>				
In process	N/A	N/A	N/A	85
Approved	N/A	N/A	N/A	91
Denied	N/A	N/A	N/A	49
Suspended	N/A	N/A	N/A	2
Revoked	N/A	N/A	N/A	0
<u>Building Inspections</u>				
Passed	N/A	N/A	N/A	68,178
Partial approvals	N/A	N/A	N/A	0
Failed	N/A	N/A	N/A	3,719
<u>Building Inspection Stops</u>				
Ready	N/A	N/A	N/A	15,031
Not Ready	N/A	N/A	N/A	1,046
<u>Building Plan Reviews</u>				
In process	N/A	N/A	N/A	920
Modifications needed	N/A	N/A	N/A	108
Approved	N/A	N/A	N/A	1,513
Over the counter	N/A	N/A	N/A	496
Denied	N/A	N/A	N/A	4
<u>Subdivisions</u>				
Preliminary				
Approved	N/A	N/A	N/A	13
Denied	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	13
In Process at Time of Submittal	N/A	N/A	N/A	119
Final Plat				
Approved	N/A	N/A	N/A	6
Denied	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	6
In Process at Time of Submittal	N/A	N/A	N/A	31
Replat				
Approved	N/A	N/A	N/A	1
Denied	N/A	N/A	N/A	0
Continued	N/A	N/A	N/A	0
Total	N/A	N/A	N/A	1
In Process at Time of Submittal	N/A	N/A	N/A	2

MARICOPA COUNTY PLANNING & DEVELOPMENT
Third Quarter FY '99-'00
Joy Rich, Director

PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY '99-'00 To Date
<u>Referrals-Comprehensive Planning</u>				
Response	N/A	N/A	N/A	46
No response	N/A	N/A	N/A	18
<u>Text Amendments</u>				
Approved	N/A	N/A	N/A	4
Denied	N/A	N/A	N/A	0
Continued				0
Total				4
In Process at Time of Submittal	N/A	N/A	N/A	2

MARICOPA COUNTY PUBLIC FIDUCIARY
Third Quarter FY '99-'00
Richard T. Vanderheiden, Director

GOALS		COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT		
Continue to measure customer satisfaction through the use of customer surveys measured by having an overall satisfaction rating of 80%.		<ul style="list-style-type: none"> Customer survey completed March 28, 2000 for guardianship services shows overall satisfaction rating of 93.66%.
Develop new strategic plan for department by February 1, 2000.		<ul style="list-style-type: none"> 90% of goals and objections completed under 1997 Strategic Plan. All department Strategic Planning Meeting held. Final draft of plan needs to be completed.
Maximize utilization of available information technology to effectively serve our clients.		<ul style="list-style-type: none"> Improvements to imaging program completed March 10, 2000. All staff have new PC's at no cost to Maricopa County. 100% Y2K compliant without a budget increase.
Provide on-going training and continuing education to Public Fiduciary staff.		<ul style="list-style-type: none"> 75% of staff will have one day of fiduciary continuing education in April and May. On going in-house computer training. 20 staff members certified by state certification program. 13 staff members certified by National Guardianship Foundation.
Enhance workplace safety in department.		<ul style="list-style-type: none"> 100% of staff have completed ergonomic evaluations. Bulletproof glass installed in reception area on October 19, 1999.
Complete specific projects as assigned by the Community Services Officer.		<ul style="list-style-type: none"> Gainsharing program.
Further develop, report, and analyze specific performance measures.		<ul style="list-style-type: none"> Several outcome measurements have been in place for several years. Additional measures being developed through Strategic Plan.

MARICOPA COUNTY PUBLIC FIDUCIARY**Third Quarter FY '99-'00****Richard T. Vanderheiden, Director**

GOALS		COMMENTS		
OPERATIONAL				
Improve cost recovery percentage for Public Fiduciary services to 61% by end of FY 99/00.	<ul style="list-style-type: none">On target to improve cost recovery percentage to 61%			
Collect additional revenue of 10% over previous fiscal year.	<ul style="list-style-type: none">On target to increase revenue at least 10%.			
Continue to improve timeliness in filing of court accountings, inventories, guardian reports, and mental health mandates measured by having at least 96% timeliness for statutory filing.	<ul style="list-style-type: none">Through 3rd Quarter of FY 99/00, the overall timeliness is 95.79%			
Reduce cycle time in closing of cases and work processes.	<ul style="list-style-type: none">Have reduced cycle time in closing of decedent cases resulting in increased annual revenues.			
OTHER ACTIVITIES & ACCOMPLISHMENTS				
	<ul style="list-style-type: none">Revenue collection has more than doubled in last five years.			
	<ul style="list-style-type: none">100% participation and exceeded pledge goal in 1999 United Way Campaign.			
	<ul style="list-style-type: none">86% of staff is enrolled in the Deferred Compensation Program.			
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
Fees and revenue collected	526,407	559,591	706,078	606,258
Percent increase in revenue collection from previous fiscal year.	23%	6%	26%	10%

MARICOPA COUNTY PUBLIC FIDUCIARY

Third Quarter FY '99-'00

Richard T. Vanderheiden, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 To Date
Percent of budget expenditure savings for fiscal year.	3.55%	3.26%	3.03%	3.75%
Fees collected as a percentage of actual expenditures.	34%	42%	52%	61%
Percent of court inventories filed with the court on time.	95.65%	95.45%	86.21%	65.22%
Percent of court accountings for conservatorships filed with the court on time.	97.60%	90.56%	99.48%	100%
Percent of annual guardian reports filed with the court on time.	99.64%	99.63%	100.00%	99.03%
Percent of court investigation reports filed with the court on time.	100.00%	100.00%	96.88%	88.24%
Percent of indigent burials that are completed in five days or less.	95.19%	94.95%	95.49%	95.13%
Total cases handled during fiscal year.	1160	1123	1188	1082
Total assets under fiduciary management by office.	13.4 million	15.5 million	18.2 million	18.5 million
FTE's	35	35	33	33

MARICOPA COUNTY STADIUM DISTRICT
Third Quarter FY '99-'00
William C. Scalzo, Director

GOALS	COMMENTS
ADMINISTRATIVE, BUDGET & EMOTIONAL COMMITMENT	
Continue to address emotional commitment within SD as follows:	<ul style="list-style-type: none"> • Implement teleworking or flex schedule policy for employees. <ul style="list-style-type: none"> ➤ Completed - All employees are currently working flex schedules. • Issue at least 2 spot awards annually to employees. <ul style="list-style-type: none"> ➤ None issued during the third quarter. • Coordination and participation of Maricopa County employees at Diamondback games at the Ballpark. <ul style="list-style-type: none"> ➤ Over 2,200 requests processed for the April 17th and May 29th games. ➤ Staff is processing the next two games. • Staff is scheduled for training through the remainder of this fiscal year. • Stadium District staff and Booking Manager staff participated in the Cactus League Kick-off Breakfast at the Scottsdale Stadium. • The only item that rated under 5.0 on the Stadium District Employee Satisfaction Survey was the number of employees vs. amount of work, which rated 3.68. It has been determined that the position of Administrative Assistant is needed, and the District is in the recruiting process to fill this position. • Stadium District staff participated in a half-day team building retreat.
Strategic Planning	<ul style="list-style-type: none"> • The SD Strategic Planning meeting was held in January. • The SD Goals, Performance Measures, and the District's long term strategic plan were updated. • Continued discussions will be held in 4th quarter to develop entrepreneurial ideas to increase revenue for the SD.
General SD Operations	<ul style="list-style-type: none"> • The SD '00/'01 Budget has been submitted to and approved by OMB and has been forwarded to the Board of Directors for final approval. • SD staff is currently in discussion with County Facility Management and the Bank One Ballpark Facility Manager regarding the annual Facility Plan program and architect and engineering services. • The CFO attended the Court DPP Condemnation Trial in February. The settlement was not favorable, and the Team is considering an appeal.

MARICOPA COUNTY STADIUM DISTRICT**Third Quarter FY '99-'00****William C. Scalzo, Director**

GOALS	COMMENTS
Maintain computer system to ensure security and comply with Y2K issues.	<ul style="list-style-type: none">• The Stadium District bridged the new millennium without any Y2K issues.
SD will contribute to the "quality of life" for Maricopa County residents by identifying and comparing the level of facility use with other comparable facilities around the country.	<ul style="list-style-type: none">• The Stadium District and Materials Management are currently negotiating an RFQ to develop a Quality of Life and Economic Impact study of Major League Baseball at Bank One Ballpark, and the Cactus League spring training.
Seek outside recognition for County services and programs. The SD will apply to NACO as well as various trade organization award programs.	<ul style="list-style-type: none">• The Stadium District continues to search and identify opportunities for outside recognition of County services and programs.
OPERATIONAL	
<p>Ensure timely collection of contractual revenues and oversee operations within the ballpark.</p> <ul style="list-style-type: none">• Develop entrepreneurial revenues sufficient to adequately fund operations and maximize District contributions to reserve accounts.• Execute District's contractual responsibilities for operation and maintenance.• Maintain monthly revenue and expenditure reports.• Develop policies and procedures for ongoing repair, maintenance and upgrades for the facility.	<ul style="list-style-type: none">• Discussions with APS/Northwind Phoenix and the Team are ongoing.• The SD purchased 4300 sheets of plywood to protect the playing field during special events at Bank One Ballpark. The plywood is available for lease for other District events, which will increase the District's entrepreneurial revenues.• Booking Manager's net revenue to SD increased to \$545,000 for the following events: Promise Keepers, New Times 10K, Fiesta Bowl National Band Championship, Arizona National Boat Show, Festival of Faith 2000, Pace Motor Sports USHRA Off-Road, Pace Motor Sports AMA Supercross, and Fry's Fiesta Phoenix.• All revenues have been collected and all agreements are in compliance.• All reports have been submitted to Budget and Finance.• An approval process has been developed and implemented for team financed building improvements between the Team and the District.

MARICOPA COUNTY STADIUM DISTRICT**Third Quarter FY '99-'00****William C. Scalzo, Director**

GOALS	COMMENTS
Manage the usage of the SD Suite.	<ul style="list-style-type: none">• The Stadium District Board of Directors held a press conference in March announcing the names of the non-profit agencies that will utilize the District Suite during the 2000 Baseball Season, through the County's partnership with the Valley of the Sun United Way. 25 children from non-profit agencies participated in the press conference.
Develop 15-year Reserve Account Projections.	<ul style="list-style-type: none">• Ongoing
Implement an asset tracking system for the ballpark with MCSD fixed assets.	<ul style="list-style-type: none">• Ongoing
Advertise, promote and provide support to the Booking Manager to market, plan and conduct a wide-variety of non-baseball events.	<ul style="list-style-type: none">• Charlie Johnston, the Booking Manager, has developed a Facility Alliance with the Phoenix Convention and Visitor's Bureau to advertise in trade magazines. This marketing program will include the Ballpark, Civic Plaza and Phoenix Convention and Visitors Bureau to make one stop shopping. Productivity will be measurable for year round use. Other facilities in town will be invited to join this Alliance group, such as: Dodge Theatre, Celebrity Theatre and Desert Sky.• The District has budgeting \$30,000 for FY '00/'01 to aid in the effort with the Facility Alliance.• The SD Director met with the City of Phoenix to discuss the expansion of the Civic Plaza.<ul style="list-style-type: none">➤ The City of Phoenix asked for comments/suggestions, the SD suggested BOB as one of the sites to use for their events during construction. The letter also suggested a tunnel or a bridge be constructed between the three entities, AWA, Civic Center, and BOB, to ensure the safety of their staff and to increase communication/marketing between the venues.
Participate with the Team on Arizona Diamondback Charities relating to grant awards.	<ul style="list-style-type: none">• The District continues to participate in the AZ Diamondback Charities meetings.<ul style="list-style-type: none">➤ At the March meeting of the AZ Diamondbacks Charities, it was announced that they received 160 applicants for its grant program in December '99. 70 of the applications were funded and 75.7% are Maricopa County based. The grant recipients were chosen in February will receive their grant checks in April at an Arizona Diamondback game. The allocation total for the grants is \$257,152.➤ The Arizona Diamondback Charities continue to host fund-raisers for grant monies this year.

MARICOPA COUNTY STADIUM DISTRICT**Third Quarter FY '99-'00****William C. Scalzo, Director**

GOALS	COMMENTS
Assist with the design and preparation of marketing materials for ballpark.	<ul style="list-style-type: none">• Efforts to integrate web sites with the Stadium District, Select Artists Associates, Arizona Diamondbacks, and other community partners are ongoing.• The Stadium District budgeted \$5,000 for direct marketing for non-baseball events. The Booking Manager is developing an informational packet on Bank One Ballpark to market its diversity for District events.
Administer the completion and closure of all construction contracts and other related legal issues, including but not limited to, the requirements for the Team's excess cost security.	<ul style="list-style-type: none">• Seven out of fourteen construction contracts remain open. Meetings between the Team, Huber, Hunt, and Nichols, Inc., and the Stadium District regarding open construction issues are ongoing. Several of the construction contracts are currently in arbitration.• The Team is coordinating with sub-contractors to complete the punch list close out items. Our legal counsel provides oversight on these matters.
Manage Cactus League:	<ul style="list-style-type: none">• Review financial markets:<ul style="list-style-type: none">➤ The Stadium District has reviewed the market analysis and re-funding is not favorable at this time.• Maintain debt service payment on all senior and junior liens.<ul style="list-style-type: none">➤ All annual payments on both Senior and Junior Liens have been paid.• Provide quarterly reports and annual debt service payments consistent with the IGA and Bond Resolution.• Quarterly reports consistent with the IGA and Bond Resolution have been made.
Identify and develop at least one new source of revenue for the Stadium District.	<ul style="list-style-type: none">• The expansion of Leinenkugels patio has been implemented to increase revenue for the District.• APS/Northwind project for cooling will produce new SD revenues when contract completed.
Continue to meet with the Team to promote baseball and non-baseball events.	<ul style="list-style-type: none">• The SD staff attended the Suite Reception in March as representatives for the Valley of the Sun United Way, for season ticket distribution.

MARICOPA COUNTY STADIUM DISTRICT

Third Quarter FY '99-'00

William C. Scalzo, Director

GOALS	COMMENTS
Actively participate in the planning for conferences, conventions and activities to be held in Maricopa County.	<ul style="list-style-type: none">• The CFO attended a reception for the Council for Urban Economic Development in January at Bank One Ballpark to discuss partnerships with public-private entities.• The SD CFO participated in a CUED conference session that toured several Cactus League facilities and discussed operations, marketing, attendance, and construction costs of the Cactus League.
Select Artists Associates will produce and promote a wide-variety of events (a minimum of five) for the Citizens of Maricopa County to participate and attend at Bank One Ballpark.	<ul style="list-style-type: none">• In January 2000 there were five major events in Bank One Ballpark – one each weekend. With the load-in and load-out schedules, crews were working full time everyday of the month to ensure the success of these events. February 2000 featured Fry's Fiesta Phoenix.<ul style="list-style-type: none">➤ Fiesta Bowl National Band Championships – January 1, 2000. This year's event was a great success, featuring eight High School bands from throughout the country. Next year's event will be expanded to two days of fun and competition.➤ Arizona National Boat Show – January 7, 8, 9, 2000 – The first consumer trade show to be presented at Bank One Ballpark. The three-day show featured over 500 boats and set attendance records.➤ Festival of Faith 2000 – January 15, 2000 – Over 400 churches and 23,856 people from throughout the state of Arizona participated in what has been marked as the largest ecumenical gathering in the state's history. The hugely successful event including performances from Christian recording artist Kathy Troccoli, as well as the Phoenix Symphony Orchestra.➤ USHRA Off-Road Championships – January 22, 2000 – This second year event was down in attendance compared to 1999. The decrease in attendance was attributed to it's presentation being reversed and becoming the opening motor sports event in this year's series of events.➤ AMA Supercross – January 29, 2000 – This year's Supercross event had record-breaking attendance and great participation – 42,841 fans were in Bank One Ballpark to cheer on the world-class riders. For the first year, the pits were open to the public. Over 10,000 fans attended the afternoon "Pit Party" – the evening event was fantastic.➤ Fry's Fiesta Phoenix – February 12, 2000 – This event boasted non-stop entertainment from 5:00 pm until 2:00 am. Fry's Fiesta Phoenix turned out to be the largest Hispanic family entertainment event ever staged in the Southwest. Plans are now underway for year two.• The '99/'00 District events season presents a diversified schedule of sporting and entertainment events. Over 212,000 people attended the major events held in the ballpark. Bank One Ballpark was named the number one tourist attraction in Arizona for the second straight year. The various events that were held at the ballpark this year were featured as front-page stories, in sports pages and art & entertainment articles in numerous publications.

MARICOPA COUNTY STADIUM DISTRICT**Third Quarter FY '99-'00****William C. Scalzo, Director**

GOALS	COMMENTS
Evaluate performance of Maricopa County Sports Commission regarding fulfillment of the County's contract.	<ul style="list-style-type: none">• The Stadium District continues to work with OMB to monitor the contract with the Maricopa County Sports Commission.
Provide public information regarding the status of Bank One Ballpark, either by presentations or through public information requests.	<ul style="list-style-type: none">• Seven public information requests have been responded to in a timely manner and in compliance with AZ Revised Statutes and Maricopa County policy.• The Stadium District has assisted the City of Scottsdale Los Arcos Development Team in the development of policies and procedures for their new project.
Assist with and develop legislation to enhance rental car revenues or other sources of revenue.	<ul style="list-style-type: none">• The Stadium District continues to monitor the development of State sponsored legislation to create the Tourism and Sports Authority.
OTHER ACTIVITIES & ACCOMPLISHMENTS	
GPEC	<ul style="list-style-type: none">• SD CFO hosted several GPEC strategic planning sessions. Planning and Development, OMB, and several citizens participated in these planning sessions.• Continue to monitor GPEC contract with Maricopa County
4 th Street Pedestrian Bridge	<ul style="list-style-type: none">• In a letter to the City of Phoenix, the Stadium District requested costs for Phase 1 and Phase 2 of the 4th St. Pedestrian Bridge, and also requested the City of Phoenix set a date to present the current information on the Bridge to the Maricopa County Board of Directors at a public meeting.
FM Monthly Meetings with TEAM	<ul style="list-style-type: none">• Several issues were discussed at the FM meetings this quarter.<ul style="list-style-type: none">➤ Additional security at BOB➤ 2000/2001 Building Improvements➤ Fire Lane Security➤ Security at District events➤ Marketing for Day Use, and Tours➤ Punch list close out

MARICOPA COUNTY STADIUM DISTRICT
Third Quarter FY '99-'00
William C. Scalzo, Director

GOALS		COMMENTS		
PERFORMANCE MEASURES				
	FY 96-97	FY 97-98	FY 98-99	FY 99-00 (Est.)
Ensure all timely collection of revenues	N/A	N/A	60 days	45 days
Administer the completion and closure of all construction contracts	N/A	0	2	2
Increase the number of non-baseball events	N/A	N/A	7	8
Identify new sources of revenues for both MLB and Cactus League	N/A	N/A	0	1



Maricopa County
Community Services Agency
401 East Jefferson
Phoenix, Arizona 85004
April 13, 2000